FAA Managerial Success Profile (MSP)

The information in this HROI should be used in conjunction with the appropriate policy chapters found within the Human Resource Policy Manual (HRPM).

Current as of: April 10, 2007

1. Related Policies: The information in this reference material should be used in conjunction with the WP-10.1 FAA Managerial Workforce Planning (MWP).

2. Coverage: The MSP applies to all levels of FAA managers as defined the WP-10.1 FAA Managerial Workforce Planning (MWP).

3. Requirements:

a. **For managerial selection, training and performance management:** Organizations must use the four (4) dimensions of the MSP - Achieving Results, Leading People, Building Relationships, and Leading Change - and their associated competencies for managerial selection, training, and performance management.

b. **Broad descriptions:** Each competency has performance indicators listed. Performance indicators broadly describe important manager activities (performance) that can contribute to successfully accomplishing the competency. They are not intended to totally describe every possible job requirement.

c. **Additional requirement for performance plans:** When preparing performance plans, some specific, job related performance expectations should be identified for each indicator.

4. Dimensions, Competencies, and Performance Indicators:

Dimension 1. Achieving Results

Successful managers promote a sense of individual responsibility, professionalism, and pride for organizational performance. They set clear individual and unit or organizational performance objectives. They adjust the way work is performed to meet changing conditions and demands. They hold individuals accountable for achieving their performance objectives; and, they recognize and reward high performance. They take into account a variety of complex factors; and, they stay alert to changing customer needs and challenges. They evaluate business successes and failures and apply lessons learned.

Competency 1: Managing Organizational Performance

- Sets clear individual and unit or organizational performance objectives.

- Promotes a sense of individual responsibility, professionalism, and pride for organizational performance.
- Effectively addresses individual and unit or organizational performance issues.
- Adjusts the way work is performed to meet changing conditions and demands.
- Resolves conditions and work practices that pose risks to employee safety and returns injured employees to work as soon as they are able.
- Recognizes and rewards high performance.

Competency 2: Accountability and Measurement

- Translates objectives into meaningful performance measures.
- Takes responsibility for achieving individual and unit or organizational performance objectives.
- Holds individuals accountable for achieving their performance objectives.
- Reaches agreement with other managers on common goals and mutual accountability.
- Fulfills commitments.

Competency 3: Problem Solving

- Accurately identifies and effectively resolves problems and barriers that impede success.
- Defines decision-making criteria up front.
- Identifies root causes before seeking solutions.
- Takes into account a variety of complex factors.
- Seeks win-win solutions in the face of opposing viewpoints.
- Analyzes the potential effects of different options and determines appropriate course of action.
- Considers the impacts and consequences of decisions.
- Helps resolve problems beyond own function that affect overall unit or organizational performance.

Competency 4: Business Acumen

- Justifies resource requirements with hard data and business cases, (e. g. cost-effectiveness, return on investment).
- Aligns people, finances, and other resources to achieve cost and performance objectives.
- Tracks costs of doing business and implements strategies to control them.
- Takes corrective action to ensure that critical programs meet budget and schedule requirements.
- Looks for opportunities to enhance productivity.
- Evaluates business successes and failures and applies lessons learned.

Competency 5: Customer Focus

- Seeks and uses customers' feedback and suggestions to enhance organization's effectiveness.
- Shares information and ideas with customers.
- Engages customers and stakeholders in critical decisions.
- Stays alert to changing customer needs and challenges.
- Takes into account the organization's impact on stakeholders.
- Builds customer and stakeholder understanding of organizational policy, business, and operational issues.

Dimension 2. Leading People

Successful managers create an environment in which people thrive and accomplish their best. They use teamwork effectively to achieve business results. They ensure equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations. They capitalize on the full range of talent to enhance team performance; and, they provide feedback to employees to support their development. They consider the future talent needs of the unit or organization and implement appropriate workforce planning.

Competency 6: Building Teamwork and Cooperation

- Creates an environment in which people thrive and accomplish their best.
- Uses teamwork effectively to achieve business results.
- Capitalizes on the full range of talent to enhance team performance.
- Encourages differing opinions to be expressed and respected.
- Provides clear direction but gives space for initiative and creativity.
- Coaches teams toward goal achievement.

Competency 7: Building a Model EEO Program

- Demonstrates leadership and commitment to FAA model EEO Program.
- Ensures equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations.
- Prevents and eliminates discrimination, harassment and retaliation.
- Cooperates fully and ensures the full cooperation of employees under his/her supervision in authorized EEO complaint processing.
- Allocates mission personnel, as appropriate, to participate in activities such as community out-reach and recruitment programs.
- Seeks assistance and/or guidance from the FAA Office of Civil Rights and other staff offices immediately as EEO questions arise and the need for EEO training is identified.

Competency 8: Developing Talent

- Provides feedback to employees to support their development.
- Coaches, mentors, and guides development of employees.
- Focuses training and development investments on defined business priorities.

- Uses duty assignments to provide developmental opportunities (e.g., details, OJT).
- Considers the future talent needs of the unit or organization and implements appropriate workforce planning.
- Uses feedback to identify and close one's own managerial skill gaps.

Dimension 3. Building Relationships

Successful managers communicate openly and honestly. They pay attention and communicate understanding. They foster open communication and exchange of ideas and knowledge. They consistently treat others with respect; and, they handle emotionally charged or controversial issues responsibly. They work collaboratively to resource and achieve critical priorities. They present viewpoints with courage and conviction; and, they make tough decisions and stand behind them.

Competency 9: Communication

- Communicates openly and honestly.
- Pays attention and communicates understanding.
- Effectively interprets intent, influence, and nonverbal elements of communications.
- Tailors communication style to fit different groups and circumstances.
- Presents financial and operational data clearly and persuasively.
- Fosters open communication and exchange of ideas and knowledge.

Competency 10: Building Alliances

- Represents FAA and organizational positions effectively.
- Builds and maintains external stakeholder trust and confidence.
- Fosters networks, alliances, and other business relationships.
- Develops common ground among a wide range of stakeholders (e.g. other operational units, labor, industry, public, international, or other government entities).
- Works collaboratively to resource and achieve critical priorities (e. g., business and aerospace safety objectives).
- Works effectively across functions and cultures (e.g., facility, office, organization).

Competency 11: Interpersonal Relations and Influence

- Builds and sustains commitment to decisions.
- Helps build consensus.
- Consistently treats others with respect.
- Develops rapport with other managers.
- Handles emotionally charged or controversial issues responsibly.
- Deals fairly and effectively with conflicts in the workplace.

Competency 12: Integrity and Honesty

- Leads with consistency, dignity, compassion, and integrity.
- Demonstrates and fosters high standards and ethical behavior.
- Presents viewpoints with courage and conviction.
- Makes tough decisions and stands behind them.
- Models commitment to public service and the mission of the FAA.

Dimension 4. Leading Change
Successful managers build a shared vision with others across their organization. They plan for changing trends that can affect operations. They will change viewpoints, behavior and work methods in response to new information. They anticipate barriers and resistance to change and seek solutions. They recover quickly from setbacks; and, they handle complex or ambiguous situations effectively. They demonstrate a positive attitude to achieving results.

Competency 13: Vision

- Anticipates changes that will impact mission (e.g., economic, technological, political, etc)
- Uses trends to determine how the organization will change in the future
- Builds a shared vision with others across the organization.
- Engages others in translating vision into action.
- Communicates organizational direction and priorities clearly.
- Articulates the connection between the efforts of employees and the mission of the agency.

Competency 14: Strategy Formulation

- Balances a long-term view of mission and purpose with short-term requirements.
- Identifies immediate and longer range objectives.
- Plans for changing trends that can affect operations.
- Develops and implements realistic business plans to achieve strategic goals and objectives.
- Develops strategies to implement organizational change.

Competency 15: Agility

- Works effectively under pressure (e.g., flexible, adaptable, resilient).
- Changes viewpoints, behavior and work methods in response to new information.
- Handles complex or ambiguous situations effectively.
- Demonstrates a positive attitude to achieving results.
- Recovers quickly from setbacks.
- Learns from experience (failures and successes).

Competency 16: Innovation

- Acts as a leader for operational or organizational change
- Models creative thinking and innovation.
- Challenges the status quo (e.g., seeks better efficiency, effectiveness).
- Champions implementation of new systems, technology, and processes to improve quality and productivity.
- Anticipates barriers and resistance to change and seeks solutions.
- Supports and rewards individuals who take responsible risks.